



Training Proposal for:
Solaris Paper, Inc.
Agreement Number: ET12-0225

Panel Meeting of: **December 16, 2011**

ETP Regional Office: **North Hollywood**

Analyst: M. Reeves

PROJECT PROFILE

Contract

Type:

Priority/Retrainee

Retraining - Job Creation

Industry

Sector(s):

Manufacturing

Counties

Served:

Los Angeles

Repeat

Contractor:

☐ Yes

☒ No

Union(s):

☐ Yes

☒ No

Priority

Industry:

☒ Yes

☐ No

No. of Employees in CA: 230

No. of Employees Worldwide: 20,000

Turnover Rate %	Manager/ Supervisor %
15%	11%

FUNDING DETAIL

Program Costs	Substantial Contribution	Total ETP Funding
\$126,600	\$0	\$126,600

In-Kind Contribution
\$155,000

TRAINING PLAN TABLE

Job No.	Job Description (by Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority/Retrainee	Business Skills, Computer Skills, Continuous Improvement, Management Skills, Manufacturing Skills	150	24 - 200	0	\$684	\$15.37
				Weighted Avg: 38			
2	Retrainee - Job Creation	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills	30	24 - 200	0	\$800	\$12.81
				Weighted Avg: 40			

Minimum Wage by County: For Los Angeles County: \$15.37 per hour for retrainees (Job Number 1) and \$12.81 per hour for Retrainees-Job Creation newly hired (Job Number 2)

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

\$3.37 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Administrative Support Staff	
Production Worker	
Operations Support Worker	
Maintenance Worker	
Frontline Supervisor	
Manager	

INTRODUCTION

In this proposal, Solaris Paper, Inc. (Solaris) seeks funding for retraining as outlined below:

Solaris is a manufacturer of bath tissue, paper towels, facial tissue, and napkins. The company qualifies for standard retraining and priority reimbursement as a manufacturer. (Title 22, California Code of Regulations, Section 4416(d).)

Headquartered in Santa Fe Springs, Solaris was founded in 2007 by the Widjaja Family, majority owners of Asia Pulp and Paper in Indonesia. As one of the fastest growing tissue products companies in the United States, Solaris distributes branded and private label products to the “Away-from-Home” and retail markets.

PROJECT DETAILS

In order to maintain continued growth and improve its competitive position, Solaris must upgrade the skills of its existing workforce, integrate new employees, introduce new manufacturing technology, and implement process improvements designed to enhance productivity and overall efficiency.

The company’s training proposal primarily focuses on manufacturing skills and continuous improvement topics that have a comprehensive reach such as Six Sigma, Single Minute Exchange of Die, Lean Manufacturing, problem solving, and leadership skills for frontline workers.

As a growing tissue converting company, Solaris plans to invest in a new Infinity Bundler at an estimated cost of approximately \$400,000. This new piece of high performance packaging equipment will enhance the company’s operational efficiency and production capabilities. The company’s production, operations, and maintenance staff will need to be trained on the use and upkeep of this new equipment.

ETP funding will allow Solaris to equip its workers with the skills needed to generate new business, operate new equipment, reduce costs, shorten cycle times, and streamline business processes. Training will take place at the company’s site and will be delivered by a combination of in-house subject matter experts and outside training vendors to be identified during the contract term.

Business Skills training will be provided to Administrative Support Staff, Operations Support Workers, Managers, and Supervisors to improve the level of communication and customer service among employees, customers, and vendors.

Computer Skills training will be provided to Administrative Support Staff, Operations Support Workers, and Supervisors in intermediate to advanced word processing to promote more resourceful office skills and an efficient business environment.

Continuous Improvement training will focus on Production Workers. This training is designed to improve internal processes, reduce errors, and maximize worker productivity by utilizing proven critical thinking, problems solving, and team building techniques.

Management Skills training will be provided to Managers and Supervisors. Trainees will learn effective leadership skills intended to promote teamwork, confidence, and initiative among frontline workers.

Manufacturing Skills training will be delivered to Operation Support, Maintenance, and Production Workers. Training will cover proper equipment use and maintenance. Emphasis will be placed on maintaining high quality, safety, and efficiency standards.

Retrainee - Job Creation

In order to incentivize training for newly hired workers, core program funding is available for single employers in support of job creation. To be eligible for the Retrainee-Job Creation

program, trainees must be newly-hired up to three months prior to the Panel meeting, and anytime during the contract term that allows for the completion of training and retention with standard guidelines. These newly-hired trainees (Job Number 2) qualify for the New Hire minimum wage and reimbursement rate.

In an effort to expand existing business capacity and better staff its plant, Solaris plans to hire approximately 30 new employees during the first three to six months of 2012. New employee positions will include mechanics to address down time and preventive maintenance issues. In addition, new operators and production workers will assist Solaris in working towards the company's goal of doubling its sales.

Commitment to Training

Solaris represents that ETP funds will not displace the company's existing financial commitment to training and anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area. The company's ongoing job-specific training efforts consist of standard operating procedure training, machine-specific operator training, troubleshooting training and machine operator cross-training. Organizational-wide training topics include new hire safety and sexual harassment prevention. Solaris represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. Solaris has a current annual training budget of approximately \$60,000.

RECOMMENDATION

For the reasons set forth above, staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

24 - 200 Trainees may receive any of the following:

Business Skills

- Communication Skills
- Customer Service Skills

Manufacturing Skills

- Production Equipment Use
- Maintenance Skills

Computer Skills

- Intermediate and Advanced Microsoft Office

Continuous Improvement

- Lean Manufacturing/6 Sigma
- SMED/Cycle Time Reduction
- Total Productive Maintenance
- Root Cause Analysis & Problem Solving
- SPC – Statistical Process Control
- Leadership Skills for Frontline Workers

Management Skills (Managers/Supervisors Only)

- Change Management
- Business Operations and Procedures
- Team Leadership & Goal Setting

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.
